P 94/8

Promoting Government Excellence

Through Special Uses of Incentive Awards

United States
Office of
Personnel
Management

Personnel
Systems and
Oversight
Group

Incentive
Awards
Division

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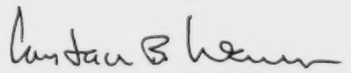
Director's Message

The success of government depends for the most part on the millions of people that make up our Federal work force. Federal employees work for the nation day in and day out. Through their efforts, we are able to meet the goals and objectives of government. That is why it is important for us to take the time to honor excellence by honoring employees and groups of employees who serve in government with excellence.

One important and effective way to honor these employees is through incentive awards. In fact, incentive awards provide a double benefit: exceptional employees are recognized and performance and productivity are enhanced. In the long run, the valuable human resources thus recognized ensure that government serves the public in its interest.

Agencies currently have the opportunity to develop their incentive awards programs to meet their needs. This publication describes some of the innovative awards activities various agencies have implemented. The Office of Personnel Management hopes you will use this valuable resource as a guide in designing your own incentive awards programs.

As Federal managers concerned with improving the management of government, we must demonstrate our pride and appreciation to the deserving members of our staffs.



Constance Berry Newman
Director

CONTENTS

Director's message i
Table of contents iii
Introduction vi

SAMPLES OF SPECIAL USES BY CATEGORY:

Productivity / performance improvement ..... A
Productivity-based incentive systems (gainsharing) ..... B
Equal employment opportunity C
On-the-spot awards ..... D
Recruitment for shortage category positions ..... E
Firefighting / safety / security ..... F
Suggestions or ideas ..... G
Supervisory recognition ..... H
Foreign language proficiency I
Administration and management ..... J
Communications (publications, reporting, etc.) ..... K
Foreign Service specific L
Group performance and teamwork ..... M
Quality / excellence / caring ..... N
Paperwork reduction ..... O
Procurement ..... P
Science, engineering, technology & inventions ..... Q
Environment / health / fitness ..... R
Good sick leave records ..... S
Exemplary service to the public (frontline employees) ..... T
Miscellaneous ..... U
Volunteer service V

Blank summary form for additional examples ..... Appendix A
Guidelines for using awards authorities to support management objectives ..... Appendix B
Index of agencies' summaries included in this publication ..... Appendix C
Mail-back questionnaire ..... Appendix D

INTRODUCTION

PURPOSE

The purpose of this reference guide is to encourage federal managers, supervisors and personnel officials to tailor incentive awards systems to best achieve their agency's particular mission. The Federal Incentive Awards Program provides managers with a wide variety of means of tapping the creativity of employees and motivating them to excel. The examples of special uses of incentive awards provided in this guide are intended to spark the imagination by illustrating diverse uses of awards authorities by government organizations around the country.

Under the broad flexibilities available in the Incentive Awards Act, specialized incentive awards programs can be developed within agencies to institutionalize more rapidly new initiatives important to the agency and its management. Further, involving employees and first line supervisors in the planning and development of the awards program from the beginning can serve to:

- create supervisory and employee awareness and understanding of the goals and objectives of the new initiative;
- emphasize management's commitment;
- facilitate supervisors' and employees' acceptance and commitment to the goals and objectives of the new initiative; and
- motivate employees and supervisors to work together toward achievement of their goal.

ORGANIZATION

This publication summarizes some of the special uses of awards as related to OPM by agencies in their annual narrative reports of their incentive awards programs.

"Special uses" include any honorary or monetary awards systems used to support specific organizational goals or objectives. These may complement existing recognition programs such as performance awards and quality step increases authorized under Parts 430 and 531 of Title 5, Code of Federal Regulations, or special act, suggestion, invention and non-monetary awards under Part 451.

The information presented here is organized into categories of special use. The categories are not intended to be mutually exclusive. They are provided for ease of reference and as examples of the practically limitless variety of special awards programs which may be established in support of agency goals, missions or objectives. A number of the award categories overlap each other. For example: awards recognizing a frontline employee of the month (or year, or quarter) may be established to recognize employees in specific occupational categories such as technician or firefighter or manager of the year; within specific organizational units such as base civilian of the year; or for achievement of specific objectives such as accident-free driving.

Similarly, on-the-spot awards and awards for group performance and teamwork may be established to reward achievement by a specified occupational group, within an organizational unit, or for accomplishment of a specified organizational objective. Both of these categories may be designed to recognize achievements meeting almost any criteria.

Appendix C lists the agencies whose programs are used as examples in the summary. Other agencies may also have reported similar special uses in their narratives.

FOR MORE INFORMATION

For additional information on the described special uses of awards authorities, please contact the person listed with each example. For other information on awards authorities, call (202) 606-2828 (FTS 266-2828), or write: U.S. Office of Personnel Management, Incentive Awards Division, Room 7316, 1900 E. Street N.W., Washington, DC 20415. The Incentive Awards Division also publishes the bi-monthly "Incentive Awards Notes" newsletter which includes the regular feature "Excellence in Awards Program Administration." "Notes" is available by subscription through the Government Printing Office rider system. Call the number above for sample copies.

Category A

Productivity/ Performance improvement

In 1986, Executive Order 12552 established a goal of achieving a 20% productivity increase in quality, timeliness and efficiency of service to the public. Incentive awards programs can be directly linked to enhanced productivity. The Department of Defense, for instance, currently estimates a $24 return on every dollar invested in productivity enhancement ideas. The following are examples of productivity enhancing awards programs.

Description	For more information contact
FREE PARKING AT COMMERCE DEPARTMENT Once a month, a different Commerce employee is recognized for significant contributions to productivity in the Department. He or she receives one month's free parking in the courtyard of the Herbert Hoover building.	**Department of Commerce** Michael Osver (202) 377-4861
SAVINGS ON SPARE PARTS AT NAVY AND MARINE CORPS The Navy's BOSS (Buy Our Spares Smart) Program recognizes employees who contribute to the reduction of spare parts prices or to increasing the competition effort through a **Pricing Hotline Award.** **SAVE Awards** (Spares Acquisition Value Enhancement) give Marine Corps employees monetary recognition for savings resulting from lower costs of spare parts. This program covers over 18,000 employees. Awards may be given at any time.	**Naval Supply Systems Command** Jan Luckett (202) 695-5924 **Marine Corps** Belen Arquines (202) 694-5650
DOD AWARD WINNERS EACH SAVE TAXPAYERS OVER $1 MILLION The Secretary of Defense Productivity Excellence Awards are reserved for employees (or small groups), military or civilian, who have saved the government at least $1 million in tangible first year savings. These awards include a visit with the Secretary of Defense when the Secretary will personally present a plaque. This program has saved the DOD over $1 billion since its establishment in 1983.	**Department of Defense** Richard Power (703) 756-2346

Category B

Productivity based incentive systems (Gainsharing)

Using existing awards authorities, many government agencies have designed special programs to improve productivity. These programs tie rewards directly to measured productivity improvement either by individual employees or groups. Usually they involve sharing financial savings between the employees and the agency according to some predetermined formula. This "gainsharing" process provides employees with productivity goals, feedback on how well they're doing and the positive reinforcement of monetary awards when improvements occur. And, group gainsharing programs have the added benefit of fostering teamwork — an essential element in achieving organizational goals.

Description

MARINE CORPS SPLITS PRODUCTIVITY SAVINGS WITH EMPLOYEES

The Naval Aviation Depot, Cherry Point, N.C., **Productivity Gainsharing Program** award calculations are based on the monetary value of yearly productivity increases. The baseline is the average Depot performance for each of the previous fiscal years, beginning with FY-85. Monetary gains are equally shared between the activity and approximately 3,000 employees (50/50), and awards are granted for each quarter that depot productivity exceeds the average baseline. At the end of the first quarter, all employees received Productivity Gainsharing Awards averaging over $250 each.

For more information contact

Marine Corps Air Base Cherry Point, NC

Bob Petrovic
(919) 466-7017

MECHANICS CUT EQUIPMENT DOWNTIME

At the Navy Public Works Center, San Diego, transportation mechanics are paid 30% of the savings when they exceed accepted industry time standards for maintenance procedures. The program has resulted in approximately 23% improved productivity, reduction in equipment downtime, reduced time off for on-the-job injury and improved employee morale. Enhanced productivity contributed to a successful bid to continue in-house automotive maintenance at the Public Works Center.

Navy Public Works Center San Diego, CA

Tom Liberto
(619) 556-7598

Category B

Continued

Productivity based incentive systems (Gainsharing)

Description

For more information contact

TREASURY REWARDS TOP INDIVIDUALS

Data entry operators assigned to certain equipment in the Treasury Department's Data Conversion Branch are eligible to earn incentive pay. The amounts are determined by matching individual performance against preset standards for quantity and quality. Fifty percent of the savings resulting from the employee's increased productivity are distributed bi-weekly. Payment is separate from the salary check, so employees receive immediate and specific reinforcement for their productivity gains.

Department of the Treasury

Dave Goldberg
(202) 376-0530

SAVINGS FROM REDUCTION OF PERSONNEL SHARED WITH EMPLOYEES

Selective Service System's **Incentive Keying Program** rewards data entry employees for producing quality work products. Those who meet or exceed quality and quantity measures, and have acceptable overall performance and leave records, are eligible to receive quarterly cash awards. A percentage of the savings from reducing the number of data verification employees required is used with the base award amount of $300 to determine the quarterly cash award.

Selective Service System

Kim French
(202) 724-0435

Category C

Equal employment opportunity (EEO)

These awards honor outstanding employees, supervisors and managers who exemplify the spirit of their agency's EEO program.

Description

SPACE CENTER EMPLOYS HANDICAPPED

When Goddard Space Flight Center received the 1987 NASA EEO Trophy, management allocated funds for an Equal Opportunity Prize. The prize, including up to $2,000 cash, is for achievements in the advancement of science and technical research for disabled individuals — the elimination of barriers which impact disabled people through an engineering solution.

For more information contact

NASA

Pat Greco
(301) 286-6118

STATE DEPARTMENT RECOGNIZES AFFIRMATIVE ACTION

A certificate signed by the Secretary of State and $5,000 in cash is awarded annually to the employee who has made the most significant achievement in the furtherance of affirmative action. Written nominations are evaluated by a selection committee. This program is open to all State employees — worldwide.

State Department

Kay Smith
(202) 647-7236

SUCCESS OF HANDICAPPED EMPLOYEES CELEBRATED

DMA's **Handicapped Employee of the Year** award increases the awareness of contributions being made by the agency's handicapped people. To be considered, a nominee's job performance must exceed requirements in spite of limiting physical ability, and he or she must have exhibited courage and initiative in overcoming a handicap. A citation is presented by the Director at an annual awards ceremony.

Defense Mapping Agency

Christine Darango
(703) 285-9153

Category C

Continued

Equal employment opportunity (EEO)

Description

OPM MANAGERS SET POSITIVE EXAMPLE FOR EEO

Supervisors at OPM are eligible for the annual **Internal Equal Employment Opportunity Award.** Honorees must have had a leadership role in EEO activities in the community or within OPM. There is no limit to the number of selectees. An engraved plaque is presented at the Director's annual awards ceremony.

For more information contact

Office of Personnel Management

Janet Smith
(202) 606-2154

Category D

On-the-spot awards

These awards are intended to provide immediate recognition to an employee or group of employees who perform in an exemplary manner on a short-term assignment. The documentation and processing requirements should be minimal to permit prompt recognition. On-the-spot awards can be monetary or non-monetary.

On-the-spot awards are simple to implement, have minimal paperwork, and provide immediate positive recognition for noteworthy short-term accomplishments.

Description	For more information contact
INSTANT CASH AWARDS The Bonneville Power Administration's **Instant Award** provides immediate reinforcement of noteworthy performance of limited scope. All BPA employees, except SES members, are eligible for $75 awards for performing additional duties, accomplishing office efficiencies, or organizing an employee gathering that results in improved morale. If payment cannot be made right away, the supervisor will usually present a certificate within 24 hours.	**Department of Energy** Rita Moore (202) 586-8514
FAST TRACK AWARDS REQUIRE MINIMUM PAPERWORK The GSA **Fast Track Awards Program** provides $50 to $250 cash to recognize special one-time efforts by employees who go a step beyond the normal response to satisfy a client agency's needs. Paperwork is kept to an absolute minimum so that an award check can be presented by a manager within 24-48 hours.	**General Services Administration** Regina Jackson (202) 501-4686
SHORT TERM ACHIEVEMENTS REWARDED The **STAR** awards (Special Thanks for Achievement Reward) allow supervisors to quickly reward accomplishments that are short in duration (two weeks or less). Employees who go a step beyond what's expected in providing service to the public, complete a project in record time, coordinate a benefits drive, or implement a new time-saving idea can receive an immediate $150. All employees below the SES level are eligible to receive one **STAR** award every six months.	**Commodity Futures Trading Commission** Daryl F. Stephens (202) 254-3275

Category E

Recruitment for shortage category positions

Finding and retaining well-qualified personnel, especially in technical occupations, is becoming an increasing concern in government service. Hence, agencies have tailored awards programs to stimulate employee assistance in recruitment.

Description	For more information contact
ENGINEERS/ARCHITECTS RECRUITED The Coast Guard provides $400 to any employee, civilian or military, who assists in successful recruiting of engineers or architects for Governor's Island. The award is granted after the referred candidate has been hired and performed successfully for at least 90 days.	**Dept. of Transportation** Chris Lemasters (212) 668-7070
NATIONAL GALLERY HIRES SECURITY GUARDS The **Special Award for Assistance in Guard Recruitment** can be granted to National Gallery of Art employees who voluntarily assist the personnel office in its ongoing effort to recruit qualified security guards. Employees receive $200 for referring a guard after the guard performs six months of fully successful service.	**National Gallery of Art** Lucia Pollock (202) 842-6287
AWARDS FOR RECRUITMENT OF RESEARCH SCIENTISTS The high cost of recruiting advertising to fill vacancies for scientists, engineers, computer specialists and mathematicians prompted the Naval Research Laboratory to establish their recruiting assistance incentive awards. To qualify for a cash award of $300 to $1,000, an NRL employee must refer a person who accepts a full-time permanent position (or temporary position for at least one year) in one of the targeted categories.	**Naval Research Laboratory** Lynn Grenada (202) 767-2364

Category E

Continued

Recruitment for shortage category positions

Description

V.A. RECRUITS MEDICAL SPECIALISTS

Several V.A. medical centers grant monetary awards to employees who successfully recruit nurses, pharmacists, or others in shortage categories. Generally, part of the award is granted immediately upon the referral with the balance paid after 6 months to one year of successful service. Employees assigned to a full-time personnel or recruiting function are excepted from eligibility.

For more information contact

Dept. of Veteran's Affairs

Ruth Tucker
(402) 346-8800 or
Joy Burgar
(415)493-5000

Category F

Firefighting / Safety / Security

Accidents are caused primarily by the failures of people. Employees involved in accidents have often performed unsafe acts or been exposed to non-secure or hazardous conditions. The publicity accorded to winners in these categories will make employees more conscious of the importance of safe and secure work practices.

Description

For more information contact

AIR FORCE RECOGNIZES CIVILIAN CONTRIBUTIONS TO SAFETY

Loring AF Base, Maine, established a **Safety Award Program** in April 1988, to increase awareness, and improve attitudes toward identifying and eliminating unsafe acts or conditions. The award recognizes all civilian employees (NAF & Appropriated Fund) who make significant contributions toward the safety program. This is a quarterly, non-monetary award consisting of a Certificate of Achievement.

Loring Air Force Base

Harold Flynn
(207) 999-2471 or
autovon 920-2135

CASH AND FREE PARKING FOR FIREFIGHTERS

At Otis Air National Guard Base, Mass., a **Firefighter of the Quarter/Year Award Program** recognizes outstanding specific achievements, leadership potential, self-improvement efforts, civic responsibilities, and personal appearance. All of the approximately 50 non-supervisory firefighters are eligible to compete for these awards. Nominees recommended by their supervisor meet a review board for interviews. Awards for the selected Firefighter of the Quarter include a $100 cash award, certificate, name engraved on plaque displayed at the fire station, and a reserved parking space for the next quarter. From the quarterly winners, one individual will be selected for a further award consisting of a Firefighter of the Year certificate, and name inscribed on a station plaque.

Otis Air National Guard Base

Robert M. Schultz
Fire Chief
(508) 968-4674

Category F

Continued

Firefighting / Safety / Security

Description

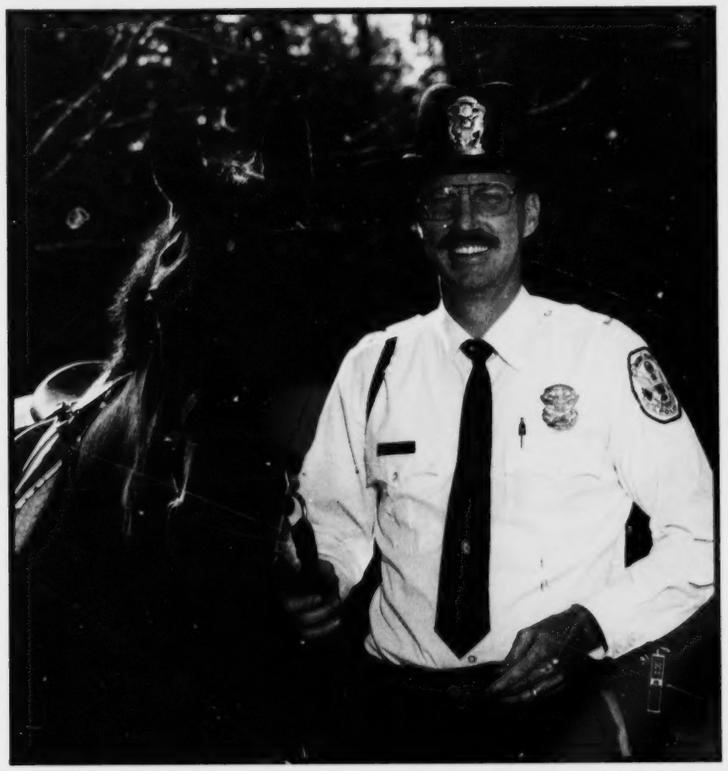
FIVE YEAR AWARDS LEAD TO CONTINUOUS SAFE DRIVING

The Energy Department's Transportation Safeguards Division **Courier Safe Driving Award** grants cash payments at 5-year intervals of continuous accident-free driving. Of approximately 200 couriers covered by the program, 103 received awards of $135 last year.

For more information contact

Department of Energy

Rita N. Moore
(202) 586-8514



Police officers, firefighters, and others responsible for safety and security face difficult, sometimes dangerous, responsibilities. Special awards recognize the unique challenges of these professions.

Category G

Suggestions or ideas

The potential for federal organizations to improve operations and the quality of services to the public through employee ideas is unlimited. Management support, continuous publicity, responsiveness to suggestors and monetary awards are the key factors for a successful suggestion program. (Reference: GAO report "Federal Suggestion Programs Could Be Enhanced," GAO/GGD-89-71, dated August 1989)

Description	For more information contact
COMPUTER TRACKS SUGGESTIONS THROUGH EVALUATION PROCESS SBA's Seattle office has implemented its **Pathfinder** suggestion program which features quick turnaround automated processing of decisions on incentive awards. This suggestion program includes: (1) a special organizational structure which allows evaluation of each suggestion within 30 days; (2) a computer program which monitors all suggestions and creates the required paperwork; (3) detailed quarterly reports and related publicity; and (4) cash incentives for personnel involved at all levels. **Pathfinder** increased the number of suggestions from 13 to 77 in one year. Three of the suggestions have saved over $4,000.	**Small Business Administration** Sherry Mina or Michael Marzano (206) 442-7646
EVERY SUGGESTION REWARDED AT STATE DEPARTMENT In an initiative to improve and promote its suggestion program, the State Department presents keychains with the Department logo and "Thank you for your suggestion" to each suggestor as a means of expressing appreciation and encouraging participation.	**State Department** Kay Smith (202) 647-7236
SUGGESTION EVALUATORS REWARDED The **Evaluator Recognition Program** at NSA provides incentives for evaluators to review suggestions in a timely manner. In FY-88 approximately $11,000 was divided among 35 evaluators who closed more than 1,100 suggestions.	**National Security Agency** Bob Williams (301) 859-6210

Category G

Continued

Suggestions or ideas

Idea Express
Our gifts to you for your eligible Ideas for fiscal year 1990
Fourth Idea (select one)
Hallmark
Second Idea
Rand McNally Road Atlas
Third Idea
Victorinox Knife
*First Idea (select one)
*Hagfors may be substituted for Second, Third & Fourth Idea gifts.

Suggestion systems like the Coast Guard's "Idea Express" simplify the evaluation process, boost employee participation, and increase the percentage of suggestions adopted.

Description

For more information contact

CUSTOMS EMPLOYEES GENERATE OVER 1,500 NEW IDEAS

The U.S. Customs Service, Southwest Region, has developed a new **My Idea Is** program that generated nearly 1,500 suggestions in the first year after inception. This is remarkable considering that the Region employs only 2,200 people. About 300 of those ideas were judged to be productive and 20-30 may have regional and national impact. Awards include gifts ranging from small pins to wrist watches.

U.S. Customs Service

Scotty Sang
(713) 953-3445

ONE OUT OF EVERY FIVE IDEAS ADOPTED AT COAST GUARD

The Coast Guard's **Idea Express** rewards every suggestor for submitting his or her idea. Immediate recognition is provided with gifts of mini flashlights, road atlases, penknives or pen and pencil sets. Ideas that are actually adopted (one out of every five in FY-88) earn the suggestor an additional cash award of $25 or more (10% of savings is used for awards involving large dollar savings). Forms and instructions are printed in color-coded kits to make the system easy for employees, supervisors and evaluating officials.

Coast Guard Headquarters

LT Tom Richey
(202) 267-2772

Category H

Supervisory recognition

Recognition of managers for excellence in job performance is one of the most important incentives for high level professional productivity as well as an important source of job satisfaction. Described below are but two examples of agencies which recently have established special awards to recognize supervisory/managerial achievements.

Description	For more information contact
MANAGER OF THE YEAR The **Innovative Manager of the Year** is a non-monetary award presented each year by the Social Security Administration to recognize supervisors and managers who have increased productivity through innovative techniques. All 7,800 supervisors and managers are eligible. To qualify, a manager must have: (1) developed and used an innovative management technique which contributed to improved productivity or work processing efficiency (additional consideration is given for techniques that are transferable to other organization units), and (2) accomplished a continuing workload responsibility despite reductions in budget, personnel, material, space or other considerations.	**Health and Human Services** Tom Martin (301) 965-4424
EMPLOYEES NOMINATE SUPERVISORS FOR AWARDS The Harry S. Truman Memorial Veterans Hospital, Columbia, Missouri, recognizes one supervisor each quarter. He or she can be nominated by an employee and confirmed by the Incentive Awards Committee. The top supervisor each quarter receives a certificate, pin, $50 cash and recognition in the hospital's "Truman Messenger" as well as local newspapers, and special parking for three months. The supervisor's picture is also displayed for a year in a prominent place.	**Dept. of Veteran's Affairs** Carol Malloy (314) 443-2511 ext. 6261

Category I

Foreign language proficiency incentives

Skill in foreign languages is vital to the effective representation of many U.S. interests, especially in programs operating abroad. Agencies requiring language skills have used monetary incentives to induce employees to attain (and maintain) foreign language proficiency.

Description

For more information contact

INCREASED PAY FOR LANGUAGE SKILLS

The U.S. and Foreign Commercial Service (US&FCS) grants **Language Incentive Program** awards to Foreign Service employees who become proficient in foreign languages that are difficult to learn. Awards are paid as a percentage (5-15%) of the employee's salary. The average award has been equivalent to about 2 steps. The program has resulted in an enhanced ability to recruit and retain employees with needed language skills to carry out the Department's mission in foreign countries.

Department of Commerce

Loretta Cole
(202) 377-2764

FOREIGN AGRICULTURAL SERVICE WORKERS QUALIFY FOR EXTRA PAY WHILE AT OVERSEAS POSTS

Overseas personnel of USDA's Foreign Agricultural Service can qualify for additional pay allowances up to 15% or lump sum awards up to $3,000 for acquiring proficiency in difficult foreign languages. Employees who maintain language proficiency may request and receive this monetary recognition based on their level of skill. Eligibility is limited to people actually serving at a foreign post.

Department of Agriculture

Linda Jackson
(202) 382-1598

Category J

Administration and management

Agencies' standards of excellence for executive/managerial personnel frequently include using innovative approaches to achieve high quality public service; making improvements in the efficiency, economy or effectiveness of operations; and demonstrating personal initiative, commitment and a willingness to take risks. Honorary and monetary awards, or combinations of the two, appropriately recognize such performance.

Description

SENIOR LEVEL EMPLOYEES RECOGNIZED FOR EXCELLENCE

The **General Manager of the Quarter** award is presented to Munitions Systems Division GM level managers to recognize outstanding leadership and job performance skills. Nominees must have served in a GM level position for one year and may not have won the award in the past two years. This non-monetary award includes an inscribed plaque, letter of commendation and certificate of commendation. Result has been increased self-esteem on the part of winning managers and a renewed awareness of the importance of the GM role.

For more information contact

Eglin Air Force Base

Debra Schmid
(904) 882-8138

STATE DEPARTMENT GRANTS FOUR MAJOR MANAGEMENT AWARDS EACH YEAR

The **Luther I. Repogle Award for Management Improvement** is open to any State/AID/USIA employee who has made an outstanding contribution to management improvement. The **Leamon Hunt Award for Administrative Achievement** is open only to mid-level and below administrative employees in overseas positions. The **Director General's Award for Personnel Management** and the **General Services Achievement Award** are open to GS-15s and below. These awards include a certificate signed by the Secretary of State and $5,000 cash. One recipient is chosen annually in each category after selection committees review written nominations.

Department of State

Kay Smith
(202) 647-7236

Category J

Continued

Administration and management

Description

LEADERSHIP HONORED AT EPA

The annual **A. James Barnes Award for Exemplary Leadership in Human Resources Management** is an honorary award given to the manager whose creativity, dedication and enthusiasm have set the best example in managing human resources.

Please see also MANAGER OF THE YEAR, Category H, Supervisory Recognition.

For more information contact

Environmental Protection Agency

William English
(202) 382-3317

Category K

Communications

Communications awards may be given for excellence in writing, graphic arts, printing, audio visual production, journalism (print or broadcast), public service advertising or other forms of government to citizen communication.

Description

TOP STATE DEPARTMENT COMMUNICATORS RECOGNIZED AT ALL LEVELS OF SENIORITY

The **Thomas Morrison Communicator Award** is open to all State Department employees in the Foreign Service serving at headquarters or overseas. Each year a committee selects one outstanding communicator who receives a certificate signed by the Secretary of State and $5,000 cash.

The **Director General's Award for Reporting** is open to all Foreign Service employees irrespective of pay plan or grade. Nominations for the Director General's award must include three examples of excellence in reporting. The award includes an engraved desk pen set and $5,000 cash.

A third $5,000 award is the **Assistant Secretary's Award for Excellence in Information Systems Management** which is open to GS-15s and below.

For more information contact

Department of State

Kay Smith
(202) 647-7236

ASSOCIATION RECOGNIZES BEST GOVERNMENT PUBLICATIONS EACH YEAR

Any federal, state or local agency may submit its publications for the National Association of Government Communicators annual **Blue Pencil Awards**. These are presented to top writers, editors, designers, printing specialists, and other communicators. Certificates for excellence in 19 different publication categories are awarded at NAGC's annual conference.

National Association of Government Communicators

Debbi Trocchi
(703) 823-4821

Category L

Foreign service specific

Special awards which carry high honors and stipends have been established by the State Department to recognize executive achievement on the part of foreign service personnel.

Description

FOUR SPECIAL AWARDS SPECIFICALLY RECOGNIZE FOREIGN SERVICE CONTRIBUTIONS

The **Herbert Salzman Award for Excellence in International Economic Performance** is open to employees serving abroad in FS-1 through FS-6 or equivalent (GS-15 or below) paygrades in the field of economic policy. The **Consular Service Award** recognizes a superior Foreign Service member (also FS-1 through FS-6) serving in an overseas consular position. The **Diplomatic Courier Award** is for outstanding achievement as a courier. The **James Clement Dunn Award for Excellence** recognizes an FO-01 grade Foreign Service officer whose record of leadership, managerial ability and personal qualities most fully exemplify the standard of excellence desired by the Foreign Service.

These awards are both honorary and monetary — consisting of a certificate signed by the Secretary of State and $5,000 in cash ($2,000 for the Courier Award). Only one of each award is given annually.

For more information contact

Department of State

Kay Smith
(202) 647-7236

Category M

Group Performance and Teamwork

Group awards and recognition encourage cooperation and strengthen team efforts. Many categories of awards in this guide are equally as well suited for groups or teams as they are for individuals. The examples below could be expanded to include most of the other listed categories when the accomplishments are the direct result of a group or team effort.

Description	For more information contact
CASH BONUSES PAID TO PRODUCTIVE WORK GROUPS Energy's Richland, Washington, Operations Office has a **Group Bonus Program** that pays cash for exceeding work goals. Projects assigned to organizational groups are given weights by management. Groups which exceed their assigned goals are eligible for discretionary bonuses in addition to the $400 per employee paid for meeting basic goals.	**Department of Energy** Rita Moore (202) 586-8514
MILITARY AND CIVILIANS ELIGIBLE FOR NAVY AWARD A **Team Award** at the Naval Weapons Center pays $300 to each member of any work group that accomplishes measurable technical or managerial achievements as a result of teamwork. Nearly 6,000 military and civilian employees are eligible for the **Team Award** which is granted as needed.	**Naval Weapons Center, China Lake, CA** Daniel Burnett or Mia McKenzie (619) 939-2592

Please see also Category B, Productivity-based incentive systems (gainsharing).

Category N

Quality/ Excellence/ Caring

While most awards programs imply some criteria of quality or excellence, this category is intended for employees who "go the extra step" in caring for people—patients, clients, other employees, or the public.

Description

For more information contact

AIR FORCE BASE PROVIDES FOUR DIFFERENT AWARDS FOR CARING

A monthly **Personnel Recognition Program** honors hospital personnel nominated for a single or series of acts of sensitivity, compassion and skill in patient care.
The MacDill Medical Service Group awards $150 to the **Provider of the Month.** Selectees are automatically considered for a second award as the **Provider of the Year.**
The **Right Stuff Award** provides $150 each quarter to the civilian or military member of the 56th Combat Support Group who has boosted unit morale, initiated a project that benefitted the unit, and demonstrated a positive "can-do" attitude.

MacDill Air Force Base

Sue Arnold
(813) 830-2525

DISTINGUISHED SERVICE AT JUSTICE

The U.S. Marshall's Service **Distinguished Service Award** is presented in four categories each year: operational supervisory and non-supervisory; administrative supervisory and non-supervisory. Selectees must display outstanding competence in accomplishing an important phase of the Service's mission and must have set a record of achievement that will motivate other employees. All four recipients are awarded a framed certificate, a gold medallion, and $1,000.

Department of Justice

Garland Preddy
(202) 307-9032

Category N

Continued

Quality/Excellence/Caring

Description

HANDS AND HEART AWARD

All full-time V.A. employees involved in direct patient care are eligible for the annual Secretary's **Hands and Heart Award.** The employee who provides the most emotional support, help and guidance to patients at each V.A. medical facility may receive a sterling silver Hands and Heart pin. Over 170 employees were recognized in FY-88.

For more information contact

Dept. of Veteran's Affairs

Rosalie Howse
(202) 233-2753

Many government employees, such as this nurse, provide a level of caring above and beyond their job requirements. Special awards reinforce this exemplary service.

Category O

Paperwork reduction

Section 4503 of Title 5, U. S. Code, specifically refers to reduction in paperwork as an operational goal worthy of cash or honorary awards by agencies.

Description

EMPLOYEES PAID MORE FOR GENERATING LESS PAPERWORK

The Reduction in Paperwork Campaign (RIP) at Bay Pines, Florida, V.A. Medical Center encourages employees to submit all ideas to reduce unnecessary paperwork. In 1987, 25 employees were awarded a total of $925 for their ideas which reduced enough paperwork to save the Center over $2,000.

For more information contact

Dept. of Veterans Affairs

Barbara Herter
(813) 398-9488

Category P

Procurement

Procurement systems represent one of the major opportunities for savings to the taxpayer. Individual and group honorary and monetary awards have been used to achieve management's goal of reducing procurement costs.

Description

For more information contact

COMPETITION SYSTEM LOWERS PROCUREMENT COSTS

The **DMA Competition Achievement Award** promotes procurement competition within the agency. This annual award, which includes a stipend, can be made to either military or civilian individuals, or small teams. However, entire branches or divisions are ineligible. Managers may nominate up to three individuals or teams from their staffs. Selection criteria include: overall dollar savings; originality; application to other teams; reduction in procurement lead-time; and other management considerations.

Defense Mapping Agency

Christine Darago
(703) 285-9153

AIR FORCE CHALLENGES PROCUREMENT COSTS

To achieve cost saving in procurement, suggestions concerning items being ordered are encouraged from all military and civilian Air Force personnel. Called **Zero Overpricing Suggestions,** those ideas which challenge the (over)price of a procured item are provided directly to the base price monitor (or medical supply monitor if appropriate) with a 15 day suspense. All savings over $250 result in a cash award of $25 or more. In FY-89, 854 of 1,357 suggestions were adopted resulting in a savings of over $2,000,000.

Air Force

Ben Connelly
(512) 652-5956 or
autovon 478-2634/
5956

Category Q

Science, engineering and technology

By publicly recognizing the special accomplishments of scientists, engineers and professional technical personnel, agencies help attract and retain exceptionally qualified people needed to carry out the government's R&D responsibilities. Cash and high honorary awards, special science awards, awards for technical papers and inventions all play an important part in agencies' recognition.

Description

EPA ENCOURAGES PUBLICATION IN SCIENCE JOURNALS

Three **Scientific and Technological Achievement Awards (STAA)** are granted annually by EPA's Assistant Administrator for Research and Development. Their purpose is to encourage publication of journal articles for peer review by fellow scientists. These cash awards increase from Level III, $1,000, to Level II, $2,500, and Level I, $5,000, for exceptionally high quality research and technological achievement. All publications are reviewed by a special subcommittee of the EPA Science Advisory Board.

For more information contact

Environmental Protection Agency

William English
(202) 382-3317

BOTH EMPLOYEES AND SUPERVISORS ARE ELIGIBLE FOR WATER CONTROL AWARD

The annual **Max A. Kohler Award** for hydrologists, meteorologists and hydrological technicians recognizes accomplishments in: improvement of hydrological data collection and analysis; accurate flood forecasting resulting in extended warning times. Over 150 employees and supervisors in the hydrologic program are eligible to receive a plaque each year.

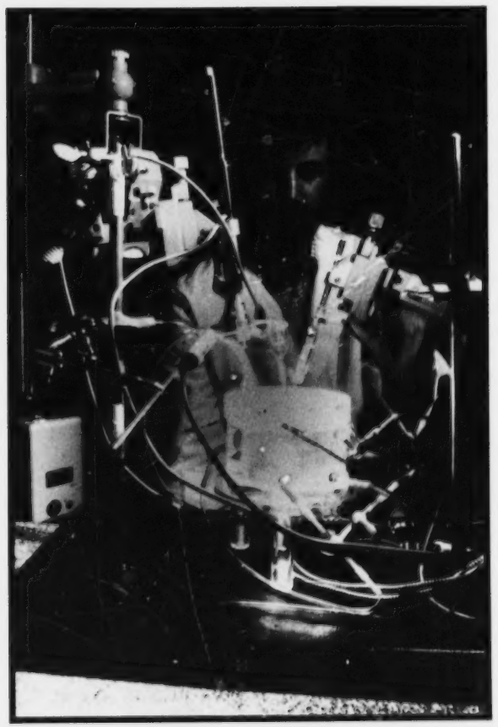
Department of Commerce

Terri Fleming
(202) 427-7698

Category Q

Continued

Science, engineering and technology



Scientific advances often have long term intangible benefits to mankind. Special recognition of these accomplishments helps government agencies retain their highly qualified technical people.

Description

For more information contact

DEFENSE MAPPING EXTENDS AWARDS PROGRAM OUTSIDE ITS OWN AGENCY

The **Benjamin B. Lane Memorial Award for Technological Achievement** was established in memory of a pioneer in photogrammetric techniques. Outstanding DMA employees or teams in mapping, charting, and geodetic research are eligible. The **Research and Development Award** covers similar contributions to DMA's mission made by people working in outside research and development laboratories. Nominations for the **R&D Award** are made by DMA staff members. Both awards are presented by the Director at an annual awards day ceremony.

Defense Mapping Agency

Christine Darago
(703) 285-9153

INVENTOR'S AWARDS INCREASE THEIR INVENTION'S VALUE TO GOVERNMENT

DOE authorizes **Invention Incentive Awards** in increasing amounts based on the government's ownership of inventions that benefit the public. One hundred dollars may be granted to each inventor filing a patent application when the government owns the invention or has a license. An additional $300 may be awarded when an actual U.S. Patent is issued. Up to $35,000 may be given when: the invention has demonstrable benefits to the public evidenced by the number of patent licenses granted and commercial uses of the invention; the invention provides considerable tangible or intangible benefits to DOE; or the invention is an important theoretical concept or other discovery not eligible for patent protection under current law.

Department of Energy

Rita Moore
(202) 586-8514

Category R

Environment/ Health/ Fitness

In the interest of a healthier workforce, government agencies have used trophies, T-shirts, pins, certificates, competitive events, plaques and other forms of recognition to encourage inactive employees to participate in regular exercise programs, weight loss and smoking cessation.

Description

OPM PROVIDES BOTH GUIDANCE AND RECOGNITION FOR FEDERAL HEALTH PROGRAMS

The **OPM Director's Awards for Outstanding Federal Health and Fitness Programs,** established in 1987, recognizes government organizations which are providing effective health and fitness programs for their employees, encourages the establishment of new health programs, and publicizes exemplary programs that may serve as models for other organizations. In 1989, six federal agencies won the **Director's Award** and seven others received honorable mention citations.

In **The Federal FITKIT,** OPM provides guidelines for employee health and fitness. OPM can also provide seminars or other assistance to agencies interested in developing systems that encourage employees to take advantage of preventive health risk screening, counseling, health education and exercise programs.

For more information contact

Office of Personnel Management

Frank Cavanaugh
Employee Health Services
Branch
(202) 606-1166

Awards for employee wellness programs, such as this fun run sponsored by the President's Council on Physical Fitness and Sports, emphasize participation first—winning second.

Category R

Continued

Environment/Health/Fitness

Description

For more information contact

EMPLOYEES MAY WIN $1,000 FOR BEING IN SHAPE

The U.S. Marshall Service **FIT** awards include a plaque and $1,000 for the two employees who best meet the following criteria each year:

The **FIT STAR Award** winner must be a non-smoker, earn a minimum of 41 aerobic points per week (male) or 51 points (female), maintain minimum fitness test standards, regularly participate in physical fitness events or competitions, and must motivate others to participate.

The **Health Bound Award** goes to the employee who has made the most positive lifestyle change by not smoking, achieving noticeable weight loss, improving fitness test scores, improving diet, regularly exercising, and exhibiting a positive attitude toward fitness.

Department of Justice

Garland Preddy
(202) 307-9032

ENVIRONMENTAL AWARD NAMED AFTER AGENCY'S LONG TIME POLICY MAKER

The EPA's **Fitzhugh Green Award** is presented to employees who make outstanding contributions to international environmental protection. Fitzhugh Green molded EPA policy for over ten years and left behind a legacy of unusual accomplishments in improving the environment. A plaque is presented once a year at a national ceremony.

Environmental Protection Agency

William English
(202) 382-3317

Category S

Incentives for good sick leave records

The Comptroller General Decision B-227559 of March 23, 1988, held that incentive awards may not be paid for good sick leave records. OPM's policy has been that while cash payments for good sick leave records may not be made, the granting of non-monetary awards is appropriate. Non-monetary recognition could include certificates, letters of appreciation, publicity in newsletters or on "honor rolls."

Description

HHS HONORS INDIVIDUALS AND UNITS WITH BEST SICK LEAVE RECORDS

The Chicago regional director's office recognizes employees who have accrued 500 hours or more of leave and/or used 16 hours or fewer during a leave year. They also present an award to the unit with the lowest sick leave usage during a six-month period.

For more information contact

Health and Human Services

Mary Jane Huffman
(312) 886-3698

ARMY PUBLISHES NAMES OF EMPLOYEES AS THEY ATTAIN LEAVE MILESTONES

Some Army commands provide certificates, pens, plaques and post honor rolls of people having accumulated 500, 1,000, 1,500, 2,000, etc. hours of sick leave. At one command, over 100 people who had used no sick leave during the previous reporting period were honored at a reception. A picture of the affair was published in the "Federal Times."

Army

Sandy Cangiano
(202) 697-9600

Category T

Exemplary service to public/frontline employees

Frontline employees have some of the hardest jobs in government, requiring them to be knowledgeable, articulate, pleasant and helpful, frequently under constant and heavy workload demands. To assure that the public receives the high quality service they expect and deserve, it is important that agencies give their frontline employees the best support possible. This should include orientations concerning the mission of the agency and their organization, information about developments and procedures, access to staff members for quick responses to inquiries, training, and recognition whenever merited.

Description

MARSHALS SERVICE PRESENTS GOLD MEDALS TO OUTSTANDING CITIZENS

The U.S. Marshals Service **Citizen of the Year** plaque and gold badge is presented each year to a non-law enforcement individual who has made a significant contribution to the mission of the Service or to the community. The award may be for a specific act or service over a period of time.

The **Robert Forsyth Act of Valor Award** is a gold shield inscribed "Valor." This award, which includes $1,500, may be given to any Marshals Service employee. It may also be given posthumously. Nominees must have demonstrated unusual courage, judgement, and competence in hostile circumstances; or have performed an act which saved the life of another. This award is not necessarily granted every year.

For more information contact

Department of Justice

Garland Preddy
(202) 307-9032

SOCIAL SECURITY VALUES NEW IDEAS TO IMPROVE COMMUNICATIONS

All 67,000 Social Security employees are eligible for the **Quality Service Award.** This plaque can be given at any time for unique or original contributions to improved communications or service delivery to the public.

Health and Human Services

Tom Martin
(301) 965-4424

Often, the public's impression of its Federal Government is made by frontline employees who answer telephone inquiries. Many agencies are developing programs to support those with frontline responsibilities.

Category T

Continued

Exemplary service to public/ frontline employees

Description

For more information contact

SECRETARY OF THE YEAR

Two **Secretary of the Year** awards, one for civil service and one for foreign service, recognize outstanding secretaries at the State Department. All secretarial employees in GS, FS or FSN pay plans are eligible. Written nominations are evaluated by a selection committee. Winners receive a certificate signed by the Secretary of State and $5,000 in casn.

State Department

Kay Smith
(202) 647-7236

EMPLOYEES COMMENDED FOR PROJECTING POSITIVE IMAGE OF VA HOSPITAL

The Harry S. Truman Memorial Veterans Hospital, Columbia, Missouri, grants the **Ambassador Award** each year to the employee who best encourages a positive image of the hospital and of the federal service. The **Ambassador Award** includes a Director's Commendation Pin and cash up to $1,000. The hospital also presents the **Staff Physician of the Year** award including a certificate, name engraved on a plaque in a prominent place, and a letter from the Director.

Dept. of Veterans Affairs

Carol Malloy
(314) 443-2511
ext. 6261

Category U

Miscellaneous

Description

For more information contact

HUMANITARIAN ACTS REWARDED AT AIR FORCE

Many Air Force bases have now established special recognition programs for both military and civilian personnel who actively participate in activities (such as blood drives) which are strongly supported by the Air Force. One base has a **Work Force Appreciation Breakfast** to honor people for participating in special activities not normally addressed by the awards system.

Air Force

Grace Hurlock or
Richard Boylston
(202) 695-9106

V.A. USES WIDE VARIETY OF SPECIAL AWARDS FOR UNUSUAL ACHIEVEMENTS

At the administration's regional offices, all employees are eligible for the **Better Letters Program** quarterly awards. First, second, and third place letter writers receive a watch, pen or valise with the V.A. logo. Regional winners may also have their letters submitted for a similar national award.

Dept. of Veteran's Affairs

John Pfister
(213) 793-7658

The Wilmington Medical and Regional Office Center has a **Bronze Medallion Award** to honor one special employee each year who has consistently given compassionate professional service to Vietnam era veterans. The **Bronze Medallion** is mounted on a plaque with the winner's name. The award also includes $100 cash and a picture of the selectee with his or her Service Chief and the Director. The photograph is posted outside the cafeteria.

Marilyn Hughes
(302) 633-5340

Category U	Description	For more information contact
Continued **Miscellaneous**	The Clarksburg, West Virginia, Medical Center uses the **Five C's Employee Enrichment Program** to single-out employees who enhance the Center's goal of excellence in patient care. The **Five C's** are: The **Commitment** award for the person demonstrating the strongest commitment to the Medical Center. The **Communication** award recognizes excellence in information flow, both within and outside the hospital, which results in enhanced public relations and patient/employee morale. The **Compassion** award distinguishes the employee who consistently provides compassionate patient care. The **Cooperation** award goes to the employee who best facilitates cooperation within his or her particular service, between various services, or with community groups and organizations. The **Creativity** award recognizes the individual who most creatively enhances the mission of the Center. Nominations for **Five C's** are reviewed by a three member panel. A photograph taken with the Director is displayed on the bulletin board. A small gift is also given ranging from a certificate for the first C earned to a gold-filled **Five C** lapel pin for the fifth.	Paul Bastin (304) 623-3461 ext. 3397

Category U

Continued

Miscellaneous

Description

ARMY PROVIDES MEANINGFUL CELEBRATION FOR LENGTH-OF-SERVICE AWARDS

Tobyhanna Army Depot's monthly awards ceremony includes efforts to make length-of-service awards more meaningful. Individual introductions of the honorees are made by their directors who deliver a brief resume highlighting the employee's career achievements. Photographs taken with the Depot's commander are published in local newspapers. A reception follows each ceremony. Special gifts for long-time service include: 30 years — American flag flown over the U.S. Capitol and then over the Depot on the recipient's 30th anniversary service computation date; 35 years — engraved wall clock; 40 years — wrist watch; 45 years — wrist watch and American flag.

For more information contact

Tobyhanna Army Depot
Mechanicsburg, PA

Carol Schick
(717) 894-7426

Category V

Volunteer service

Federal agencies and employees contribute to the quality of life in communities throughout the United States through countless voluntary service activities. Many agencies have established programs which publicize the opportunities for service, encourage and facilitate employee participation and recognize outstanding accomplishments of employees. In so doing, these organizations encourage and stimulate more widespread and effective voluntary service.

Description	For more information contact
A THOUSAND POINTS OF LIGHT Agriculture's Food and Nutrition Service, Boston Region, has established its **Thousand Points of Light** award for outstanding employee service to the community. Winners receive a letter and an appropriate memento.	**Department of Agriculture** Martin Boner (617) 565-6395
COMMUNITY SERVICE RECOGNIZED AT HHS The Gillis W. Long Hansen's Disease Center's **Community Service Award** encourages and recognizes Center employees who engage in any volunteer service to the community which enhances the image of the federal worker. Community service may include any civic or humanitarian activity performed during non-duty hours. One outstanding employee is presented a special plaque and certificate each year.	**Health and Human Services** Bonita Brooks (202) 475-0324
COMMUNITY SERVICE COUNTS IN EMPLOYEE OF THE YEAR COMPETITIONS Community service as well as outstanding performance counts toward selection of a **Secretary of the Year** and a **Clerk of the Year** at Martinsburg V.A. Hospital. The two yearly winners each receive $50 and a certificate.	**Dept. of Veteran's Affairs** Catherine D. Reed (304) 263-0811 ext. 3239

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Category __: Blank form for additional examples of special uses of incentive awards

Description	For more information please contact
(For each example listed, please include TITLE of award, PURPOSE, CRITERIA for selection, approximate NUMBER OF EMPLOYEES eligible, FREQUENCY (quarterly, etc.), TYPE (plaque, gift, etc.), DOLLAR VALUE if applicable, average NUMBER AWARDED each year, tangible or intangible BENEFITS resulting from the program.)	

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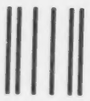

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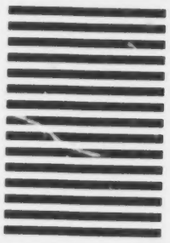

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GUIDELINES FOR USING AWARDS AUTHORITIES TO SUPPORT MANAGEMENT OBJECTIVES

Employee recognition systems provide flexibility for supervisors and managers to design award systems to support agency goals and objectives. Don't be afraid to use your imagination and try new approaches.

Following are the steps that you need to follow in designing an incentive awards program to achieve an organizational goal or objective (the example used below is an incentive program to assist in recruiting quality people for hard-to-fill jobs):

- Specifically define the goal or objective (e.g. to recruit high quality personnel, especially for hard to fill positions).
- State the objective of the incentive awards program (i.e. to provide incentives for agency employees to refer candidates who are successfully hired).
- Describe the types of contributions to be recognized (i.e. the nature of individual or group performance or behavior to be recommended, e.g. successful candidate referral).
- Establish the specific criteria for the award (based on step 3, e.g. awards will be granted only when a person has been appointed for six months or more and has been on duty one month).
- Determine the eligibility of those to receive awards (Consider who the target individual(s) or group(s) are, e.g. all employees except those in the personnel activity or those in supervisory line over the position filled.)
- Decide the type of award that will be motivating/meaningful and appropriate to the nature of the contribution (i.e. monetary, honorary, a combination, e.g. $100 special act or service award).
- Consult, as appropriate, with employee representatives in designing the awards program.
- Establish the nomination process (i.e. who nominates, format for nominations, timing, how many will be accepted, etc., e.g. employees may be recommended for award by anyone having knowledge of the matter or by the employee through memo to the Personnel Officer).
- Determine how the awards program fits into the organization's Incentive Awards Program (consider other awards, their criteria, delegations of authority, timing, type of award and the nomination/selection process).
- Decide how the award program will be announced and publicized to generate maximum interest/response (e.g. employee letter -posters).
- Determine how the results of the program will be evaluated (situation, condition, or results achieved before the awards program was established and then after it has been in operation).

CATEGORIES OF SPECIAL USES OF AWARDS	AGENCIES																									
	AGRICULTURE	AIR FORCE	ARMY	COMMERCE	COMMODITY FUTURES TRADING COMMISSION	DEFENSE	ENERGY	E.P.A.	G.S.A.	HEALTH & HUMAN SERVICES	INTERIOR	JUSTICE	MARINE CORPS	N.A.S.A.	N.S.A.	NAVY	O.P.M.	SELECTIVE SERVICE	SMALL BUSINESS ADMINISTRATION	SMITHSONIAN	STATE	TRANSPORTATION	TREASURY	VETERAN'S AFFAIRS
A. Productivity/Performance Improvement				X									X			X								
B. Productivity-based incentive systems (Gain-sharing)													X			X		X					X	
C. Equal employment opportunity (EEO)						X								X			X				X			
D. On-the-Spot awards					X		X		X															
E. Recruitment for shortage category positions																X				X		X		X
F. Firefighting/Safety/Security		X					X																	
G. Suggestions or ideas												X		X					X		X	X		
H. Supervisory recognition											X													X
I. Foreign language proficiency	X			X																				
J. Administration and management		X						X													X			
K. Communications (publications, reporting, etc.)																					X			
L. Foreign Service specific																					X			
M. Group performance and teamwork							X								X									
N. Quality/Excellence/Caring		X										X												X
O. Paperwork reduction																								X
P. Procurement		X				X																		
Q. Sciences, engineering, and technology				X		X	X	X																
R. Environment/Health/Fitness								X				X			X									
S. Good sick leave records			X								X													
T. Exemplary service to public (frontline employees)											X	X									X			X
U. Miscellaneous		X	X																					X
V. Volunteer service	X										X													X

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QUESTIONNAIRE

WE NEED YOUR HELP!

In this reference guide, the Office of Personnel Management strives to provide timely, accurate information to assist agency managers develop programs appropriate to their own activities. We need user feedback to help us publish the most needed information. Won't you take a few minutes to fill-out, clip and mail this page?

Also, please mail us any new or unusual special instances of awards authorities you have knowledge of at your own agency (please use the blank form, Appendix C). Thanks.

1. Generally, how useful is this document as an incentive awards reference? Excellent ___ Adequate ___ Inadequate ___

2. If you're an incentive awards program manager, how many copies of this publication did your agency order from GPO? ___

3. How often would you like to see this piece reissued?
Yearly ___ Every 2-3 years ___ Never; I didn't find the publication useful ___.

4. How did you learn that the publication was available? _____

5. List anything else you'd like to see included or changed in future issues of this booklet:

6. I am a:
Personnel manager ___
Incentive awards program manager ___
Supervisor ___
Other _____ ___

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Address _____

City _____ State _____ ZIP Code _____

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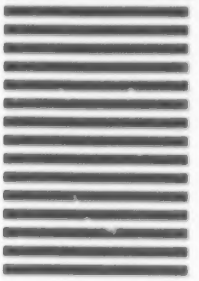

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